

Strategic Plan

2020-2021

Arkansas Division of Correction



Dexter Payne
Director

Arkansas Division of Correction

2020-2021 STRATEGIC PLAN

The Arkansas Division of Correction (ADC) 2020-2021 Strategic Plan outlines the strategies developed by the Management Team to reach our goals and objectives.

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Director's Note

As Director of the Arkansas Division of Correction, I am pleased to present the 2020-2021 Strategic Plan.

Over the last several years we have made great progress in transforming the lives of inmates, upholding our commitment to public safety and creating a work environment that supports our staff and their professional growth.

We have accomplished so much that we can be proud of, but there is more work to be done.

The goals, objectives and strategies that you will find on the following pages of this strategic plan, lay out the roadmap for our future.

Although this is an ambitious plan, I am confident that we will achieve our goals.



Director Dexter Payne

Mission Statement

The Mission of the Arkansas Division of Correction is to provide public safety by carrying out the mandate of the courts; provide a safe humane environment for staff and inmates; strengthen the work ethic through teaching of good habits; and provide opportunities for staff and inmates to improve spiritually, mentally and physically.

Vision Statement

The Vision of the Arkansas Division of Correction is to be an honorable and professional organization through ethical and innovative leadership at all levels, providing cost efficient, superior correctional services that return productive people to the community.

Core Values

- ♦ Honor
- ♦ Integrity
- ♦ Public Service
- ♦ Accountability
- ♦ Transparency



Goals*

- Goal 1** To provide safe and secure facilities for inmates and staff
- Goal 2** To attract and retain quality staff
- Goal 3** To provide constructive correctional opportunities that will help inmates successfully return to their communities
- Goal 4** To maintain cost-efficient care and custody of all inmates
- Goal 5** Transparency
- Goal 6** To optimize inmate assignments in work, vocational and educational programs

*The Arkansas Division of Correction Strategic Plan advances all of the Governor's Statewide Goals. It directly supports the Goals of "Protecting the Public's Safety and Security" and "Transforming the Culture of State Government".

Goal 1

To Provide safe & secure facilities for inmates and staff

Measurable Objective: County Jail Backup & Bed Capacity

Objective 1: Prevent Escapes

Strategies:

- ◆ Continue annual security audits and expand as appropriate at all facilities
- ◆ Maintain increased visits to work-release job sites
- ◆ Continue and ensure Arkansas Crime Information Center (ACIC) background checks on intakes prior assignment to units and job assignment outside fence
- ◆ Continue to upgrade facilities including recreation areas and metal buildings

Objective 2: All Facilities will be Safe and Secure

Strategies:

- ◆ Continue to enhance contraband interdiction efforts at all facilities
- ◆ Quarterly mass searches at a facility with Emergency Response Team (ERT) and field staff
- ◆ Eliminate remaining blind spots in each facility
- ◆ Continue drills with all staff responding to inmate/staff emergencies
- ◆ Continue unit monthly vulnerability assessment program to detect vulnerable areas before incidents occur with copies to the Warden, Deputy Director and Division Emergency Preparedness Coordinator
- ◆ Improve use of software to detect patterns in incident occurrences to ensure good security practices are administered throughout the Division of Correction facilities
- ◆ Continue to seek funding to upgrade facilities with state-of-the art camera/recording devices and vision panels on doors where applicable and to provide training to agency personnel
- ◆ Continue to identify and track high-risk offenders and potential victims
- ◆ Expand use of staff protective vests, tasers and body scanners
- ◆ Continue to work with prosecuting attorneys and the Arkansas State Police to expand prosecution for crimes inside our facilities

Objective 3: Decrease County Jail Backlog

Strategies:

- ◆ Maximize use of current facilities
- ◆ Establish and encourage programs to reduce recidivism
- ◆ Continue to work with the Parole Board on paroling inmates from county jails when possible

Goal 1 (Continued)

Objective 4: Improve American Correctional Association (ACA) Process

Strategies:

- ♦ All security, fire/safety, ACA annual reports and audits of each unit and corrective action plan shall be reviewed as part of the Warden's annual performance evaluation.
- ♦ Continue to utilize electronic files for ACA.
- ♦ Continue all required training and document attendance and subject matter on self-audit drills, safety meetings, etc. at each facility to ensure compliance.



Goal 2

To attract and retain quality staff

Measurable Objective: Decrease Vacancy Numbers

Objective 1: Create a Succession Plan

Strategies:

- ◆ Identify staffing needs and deficiencies for the division
- ◆ Attract, recruit and retain staff including the use of social media to highlight staff and opportunities
- ◆ Continue mentoring program for Deputy Wardens and expand to new supervisors
- ◆ Create a plan for promotion/advancement
- ◆ Maintain division authority through pay plan provisions for labor-market entry rates for positions where we can demonstrate high turnover or difficulty in recruitment
- ◆ Provide resources for national recruitment for specialized positions
- ◆ Utilize existing professional staff to assist in agency recruitment and retention efforts
- ◆ Continue to enhance education and training opportunities for staff and re-establish generational training for supervisors
- ◆ Continue internship programs for specialized/professional staff (internal/external)
- ◆ Continue to work with local universities to provide internship opportunities
- ◆ Continue to work with Office of Personnel Management on pay plan for all positions and salary issues

Objective 2: Enhance Training

Strategies:

- ◆ Review current training
- ◆ Optimize utilization training through technology resources
- ◆ Evaluate needs, changing trends and programs. Explore generational gap for supervisors
- ◆ Promote and support professional/relevant certification opportunities for staff
- ◆ Gather and share proven techniques, programs and strategies from other jurisdictions
- ◆ Training Committee will continue the comprehensive training plan to provide a CORPS - Culture of Respect, Professionalism and Service Principles that includes components aimed at reducing assaults on staff and use-of-force incidents to make facilities safer for staff and inmates. Components include the disciplines of Creating Credibility, Advanced Communication Skills, Managing the Motive and Correctional Security Basics
- ◆ Continue the training for staff to recognize signs of potential PREA situations before they happen
- ◆ Continue to provide training to staff on motivational interviewing to improve interaction with inmates
- ◆ Training/Refresher Course for Supervisors
- ◆ Continue Gender Responsiveness training for those working with female inmates

Goal 2 (continued)

Objective 3: Improve Educational Opportunities

Strategies:

- ◆ Encourage higher education applicable to corrections, with scholarships from Arkansas Association of Correctional Employees (AACET)
- ◆ Continue/enhance Management Level Training/Review
- ◆ Continue to support staff enrolled in educational/college certificates through flexible work schedules
- ◆ Improve and pay for training over and beyond mandatory training certifications
- ◆ Encourage employees to share what they learn at training and/or conferences

Objective 4: Maintain annual turnover of correctional officers to 20% or less over the next five years

Strategies:

- ◆ Develop incentives that would provide greater job satisfaction to include enhancement of job duties
- ◆ Continue the development of training on reducing stress of correctional staff and improve employee wellness
- ◆ Training Committee will provide ongoing assessment of the Division of Correction Training Program with emphasis on recruitment and retention
- ◆ Continue efforts to evaluate and implement flex scheduling for security staff to ensure the straight (gap) time is minimized to the extent possible

Objective 5: ADC Staff are highly trained, motivated and dedicated to meet the core values

Strategies:

- ◆ Code of Ethics training will be held annually and the policy enforced
- ◆ Encourage and enhance opportunities for Division of Correction employees to participate in activities that promote wellness, teamwork, community involvement, educational opportunities
- ◆ The Division of Correction Employee Corporations will be encouraged to continue their recognition and reward programs
- ◆ Supervisors should encourage and refer employees to the Employee Assistance Program (EAP) at the onset of a problem
- ◆ The Division supports an annual Pinnacle Awards Program to recognize staff excellence
- ◆ Search for additional methods of communicating policies and changes to staff at all levels



Goal 3

To provide constructive correctional opportunities that will help successfully return Inmates to their communities

Measurable Objective: Recidivism by Program

Objective 1: Reduce Misconduct

Strategies:

- ◆ Reduce idleness by assigning inmates with physical limitations to meaningful work assignments or programs (Programs should include the use of workbooks and issuance of certificates)
- ◆ Motivate participation in programs and work assignments by offering incentives such as good time/certificates
- ◆ Utilize the social history as the needs assessments of all inmates at intake and facilitate placement in programs
- ◆ Maintain ongoing evaluation of programming to ensure programs are evidence-based
- ◆ Continue to expand the use of tablets for inmate programming

Objective 2: Lower Recidivism

Strategies:

- ◆ Improve Re-Entry planning
 - ◇ Continue to ensure the inmates have re-entry plans at least 120 days before release (classification) Utilize the Risk Tool for use in programming waiting list and parole plan
 - ◇ Continue to help inmates focus on re-entry planning by assigning them to re-entry accountability coaches who will complete report cards on inmates' progress
- ◆ Expand educational opportunities via online classes and use of tablets
- ◆ Require specific goals for inmates as part of re-entry planning
- ◆ Seek and identify community support
- ◆ Continue to improve use of re-entry barracks at facilities
- ◆ Continue to work with the Arkansas Department of Human Services (DHS) for family reunification

Objective 3: Improve Inmate Health

Strategies:

- ◆ Continue to utilize community mental health services upon release
- ◆ Expand education on nutrition
- ◆ Encourage lifestyle changes by expanding recreational opportunities (e.g., Dance 2B Free & Yoga)
- ◆ Continue training of all correctional staff on recognition of physical and mental illness and suicide prevention
- ◆ Continue providing a heart-healthy diet and a heart-healthy selection of snacks in the unit commissaries
- ◆ Provide opportunities for mental health certification to staff working in the Residential Program Unit (RPU)

Goal 3 (Continued)

Objective 4: Decrease Restrictive Housing and Isolation Population

Strategies:

- ◆ Provide opportunities for inmates to work in to a step-down program
- ◆ Use disincentives to encourage inmates to return to general population
- ◆ Mental Health will continue to review Super Max placements and bring any concerns to the Warden
- ◆ Continue to ensure segregation of inmates with a history of sexual assault in prison when applicable
- ◆ Inmates shall not be released from restrictive housing to the community without prior notice to the Chief Deputy Director or Deputy Director of Institutions

Objective 5: Improve data collection process with each re-entry work/treatment program to determine successful integration to the community.

Strategies:

- ◆ Expand evidence-based outcomes for treatment programs
- ◆ Continue annual recidivism studies to include the expansion of program evaluations
- ◆ Identify ways to enhance eOMIS to facilitate data collection and recidivism studies
- ◆ Improve data quality with staff training



Goal 4

To maintain cost-efficient care and custody of all inmates

Measurable Objective: Cost Per Day

Objective 1: Reduce Cost

Strategies:

- ◆ Identify each cost center and evaluate with zero-based budgeting
- ◆ Identify, approach, train and maximize the use of volunteers
- ◆ Continue to reduce staff overtime by filling vacancies
- ◆ Retain current employees to reduce training cost
- ◆ Approach criminal justice programs and offer to lecture or present on correctional career opportunities
- ◆ Include employment offers to present at career days

Objective 2: Better Utilize Technology

Strategies:

- ◆ Explore additional options for a kiosk
- ◆ Continue and expand options for video conferencing (court appearance, claims commission, parole board, healthcare request, commissary)
- ◆ Continue to expand telehealth and on-site services
- ◆ Explore opportunities for inmate emails to tablets and kiosk
- ◆ Expand the use of technology for training
- ◆ Explore other methods to improve security around contraband (cellphones, cameras and fences)
- ◆ Expand isolation rounds in electronic system
- ◆ Explore Wi-Fi opportunities at facilities

Objective 3: Reduce Energy Cost & Usage

Strategies:

- ◆ Continue implementation of division strategic energy plan pursuant to Executive Order 09-07 (EO 09-07)
- ◆ Continue to replace outdated equipment with newer energy efficient equipment
- ◆ Expand construction efforts that incorporate energy saving elements
- ◆ Continue renewable energy sources (geothermal, solar panels)
- ◆ Continue Recycling Program
 - ◇ Recycle on the freelines within the Division of Correction
 - ◇ Encourage all units to expand their recycling programs and/or create recycling centers
 - ◇ Establish waste recycling coordinator at each facility in order to implement and coordinate recycling efforts
- ◆ Explore additional energy expansion programs at all units
- ◆ Continue energy audits of existing Bachelor Officer Quarters (BOQ) to reduce energy usage

Goal 5

Transparency

Measurable Objective: Percentage of Request for Information can be answered on the ADC Website

Objective 1: Improve Accountability

Strategies:

- ◆ Continue to post cost per day information in the Annual Report and Statistical Pamphlet
- ◆ Post the Division of Correction contracts on the Department Website

Objective 2: Improve Relationships with Law Enforcement

Strategies:

- ◆ Explain our rules, process and costs to Prosecuting Attorneys, Sheriffs, Police Chiefs, US Marshalls, State Police, Fusion Center, FBI, Jail Administrators, Federal Probation and Circuit Judges
- ◆ Continue to offer instructions and training to the law enforcement community
- ◆ Continue to conduct emergency drills with other law enforcement and first responder agencies throughout the state to deal with escapes and other emergencies

Objective 3: Improve Public Relations

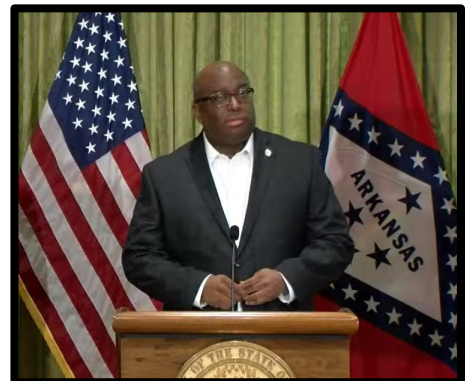
Strategies:

- ◆ Continue to explain our rules, processes and costs to legislators, stakeholders and media
- ◆ Continue to invite legislators and the media to tour units for specific events
- ◆ Continue to expand use of social media for sharing departmental information

Objective 4: Educate the Public

Strategies:

- ◆ Improve the division's content on the department website
- ◆ Continue to offer civic groups and schools the opportunity to utilize our inmate panels
- ◆ Release positive stories
- ◆ Explain the effects of sentencing guidelines on the prison system at the Arkansas Sentencing Commission Continuing Legal Education (CLE)
- ◆ Continue to place monthly Board reports on the department website



Goal 6

To optimize inmate assignments in work, vocational and educational programs

Measurable Objective: Number of inmates assigned to a work program vs. those unassigned

Objective 1: Work programs will focus on enhancement/development of inmate work ethics, skills and opportunities for employment upon re-entry

Strategies:

- ♦ All inmates will be assigned to meaningful work commensurate with their medical, mental and security classification/restriction(s)
- ♦ Continue training staff to update the inmates' "skills profile" in eOMIS with work skills and certifications
- ♦ Continue certifications for skilled work programs-Farm, Industry, Construction, Vo-Tech, etc. (e.g., boiler, water, plumbing, HVAC, wastewater, auto, electrical)
- ♦ Continue to expand the Prison Industry Enhancement (PIE) Program
- ♦ Expand work-release opportunities when appropriate
- ♦ Continue to support Work Force Alliance for Growth and Economy (WAGE) program and workshops to all units
- ♦ Continue and expand job/resource fair programs at appropriate units
- ♦ Evaluate personnel and facility needs that would enable placement of higher security inmates in expanded work opportunities
- ♦ Encourage faith-based and other community organizations to establish mentoring programs for re-entry inmates
- ♦ Continue to update the re-entry tab and program descriptions on the department's website for community resources

Objective 2: Reduce Inmate Grievances

Strategies:

- ♦ Continue staff training on division policies to guide inmates
- ♦ Continue to strengthen classification of inmates for placement in meaningful jobs
- ♦ Train staff on better communication skills with inmates to decrease grievances
- ♦ Review and improve safety procedures

Objective 3: Improve Inmate Education

Strategies:

- ♦ Work and vocational assignments should enhance knowledge of skill sets
- ♦ Industry will assist in educating the inmates on job skills
- ♦ Continue programs to educate inmates and staff on sexual abuse prevention and reporting
- ♦ Coordinate with community workforce development agencies to identify skilled work program needs for vocational education.
- ♦ Continue work with Shorter College, Arkansas State University-Newport, Likewise, Central Arkansas Baptist Institute (CABBI) and Ashland University
- ♦ Continue Seminary Program through Mid America Baptist Theological Seminary

Arkansas Division of Correction

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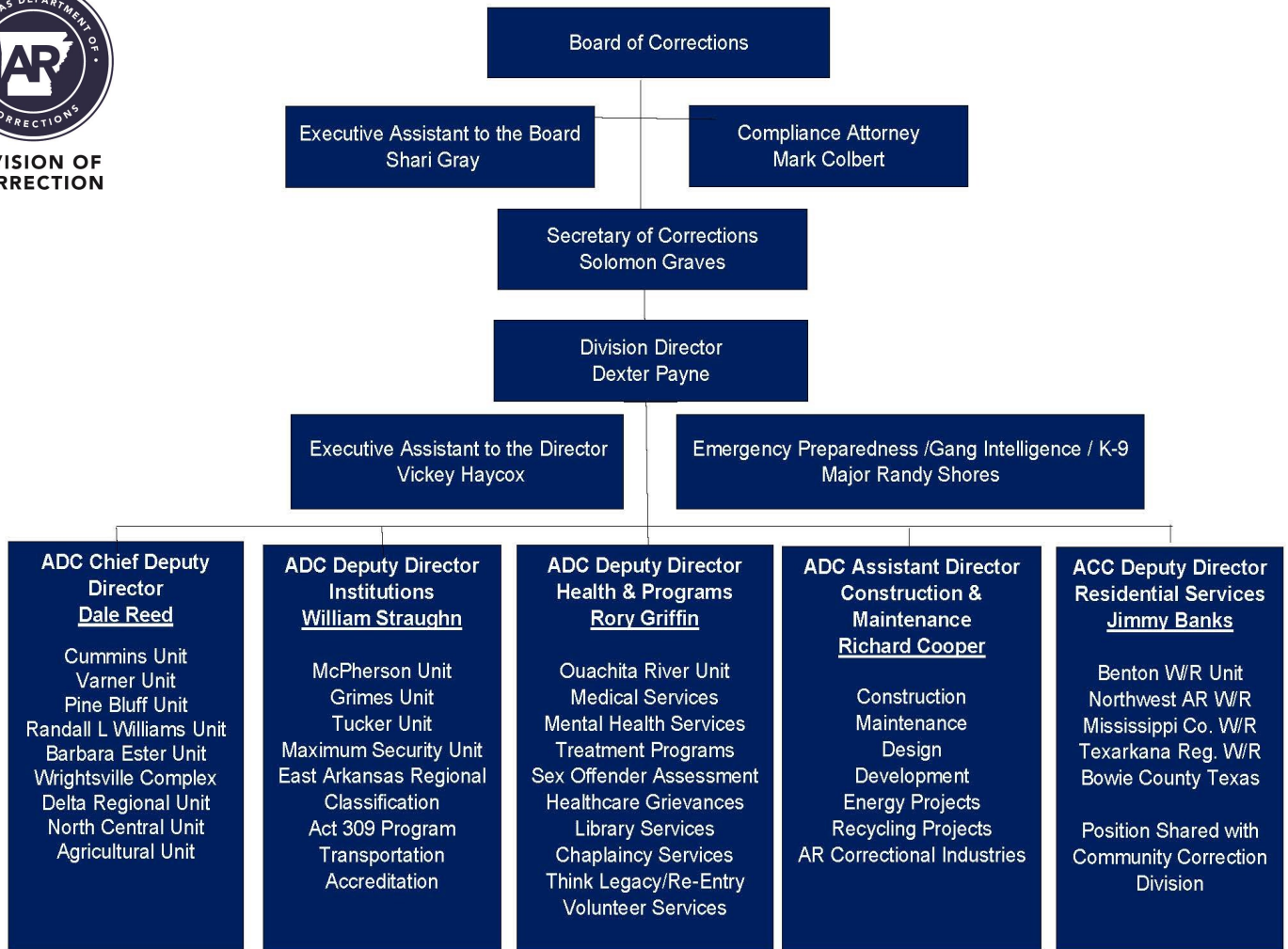


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Arkansas Division of Correction Organizational Chart



**DIVISION OF
CORRECTION**



Revised August 1, 2020

Secretary's Message

The Division of Correction is charged with the difficult task of providing confinement and rehabilitative services to more than 17,000 incarcerated inmates in Arkansas. This plan represents the dedication of more than 4,000 correctional professionals committed to innovative and imperative strategies to assist this division to carry out the overall operation of the Department of Corrections.

This plan also serves as both a reminder of what we have accomplished over the last several years and as a guide for improving our future performance.

Secretary Solomon Graves



Arkansas Department of Corrections Mission Statement Goals and Core Values

Mission Statement:

We are a public safety resource for Arkansas by providing professional management and proven rehabilitative initiatives for offenders in correctional facilities and the community.

Goals

- ◆ People
- ◆ Quality
- ◆ Efficiency

Core Values

- ◆ Accountability
- ◆ Innovation
- ◆ Integrity
- ◆ Professionalism
- ◆ Respect
- ◆ Transparency

